

## **STATEMENT OF WORK FOR INTEGRATED LOGISTICS CAPABILITY (ILC) OPERATIONAL ARCHITECTURES**

### **C.1 OBJECTIVE and SCOPE**

In 1998, the Marine Corps began an aggressive effort to transform its logistics processes and supporting information infrastructure in response to changing Marine Corps missions worldwide. These emerging challenges and required expeditionary practices are outlined in the United States Marine Corps Integrated Logistics Capability (ILC) Business Case Study, USMC Logistics Campaign Plan, USMC Logistics Transformation Plan, Expeditionary Maneuver Warfare (EMW), and related documents identified in the reference portion of this document. The ILC Center was established to serve as a single project integrator to implement the best and most efficient logistics practices to meet these challenges. A critical step in this effort is the documentation of the Marine Corps logistics operational architecture (OA) and an assessment of technical supportability of that architecture. The OA and the technical assessment, as described in this statement of work, will be used as the foundation for reengineering the logistics business rules (embedded in processes, policy and doctrine) and modernizing the supporting information technology. The end result must be an interoperable information infrastructure that will provide our warfighters the necessary information at the right time, the right place, and in an expeditionary environment.

There are three specific products of this Statement of Work (SOW):

- A high-level OA ("to-be") that defines the principal operations involved in Marine Corps Combat Service Support (CSS) and the interfaces of those activities.
- An assessment of applicable technical architectures to determine if the detailed operational architecture is supportable, and an analysis of anticipated shortfalls in existing/planned technology and capabilities.
- At the government's option, a detailed OA for the Global Combat Support System-Marine Corps (GCSS-MC) that defines "to-be" (2004-2006) logistics processes, and identifies metrics sufficient to measure the performance of those processes.

An implicit assumption of this SOW is that the best strategy for addressing complexity and change is architecture. Another assumption is that high-level descriptions (models) are necessary for planning and scoping, but not adequate for implementation. Low-level (narrow) descriptions are quick, but result in stovepipes without the high-level descriptions. Both elements are needed within the logistics architecture to promote communication between the functional users who develop operational requirements, and the systems developers who provide the technical capabilities to support those requirements.

The technical assessment is intended to provide an analysis of current and planned technical architectures to determine if they are sufficient to support the detailed operational architecture.

The goal is to identify any anticipated shortfalls in capability and infrastructure emphasizing data sharing, security, operator interfaces, communications, and computer hardware issues.

Scope. The scope of this effort is USMC ground logistics and combat service support (CSS) (including aviation ground support), as defined in MCDP 4, across the strategic, operational, and tactical levels. Aviation ground support is defined as the logistics and CSS for Marine Aircraft Wings except unique materiel and support for aircraft and aviation support equipment. Within that scope, the high-level OA will define the six functional areas of CSS: Supply, maintenance, transportation, general engineering, health services, and other services.

For the technical assessment, the scope is all applicable USMC, Navy, and other DoD/joint technical architectures along with related technology and systems constraints that impact the implementation of the detailed OA for GCSS-MC.

The target timeframe for "to-be" is defined as 2004-2006 and includes business process changes reflected in the ILC Business Case Study, Marine Corps Logistics Campaign Plan, Marine Corps Logistics Transformation Plan; and doctrinal changes outlined in EMW and other vision documents.

Under the first option, the high-level OA for CSS will be further decomposed to develop a detailed OA for GCSS-MC. The scope includes the following components of supply, maintenance, and transportation: Order management, inventory management, warehousing, inventory control, purchasing, planning/forecasting, maintenance management, transportation, distribution, and financial management. The scope also includes components of engineering, health services, and other services that need to be further defined to fully develop the detailed OA for GCSS-MC. However, it is anticipated that the majority of the detailed architecture will be comprised of supply and maintenance. Figure 1, below, illustrates this scope.

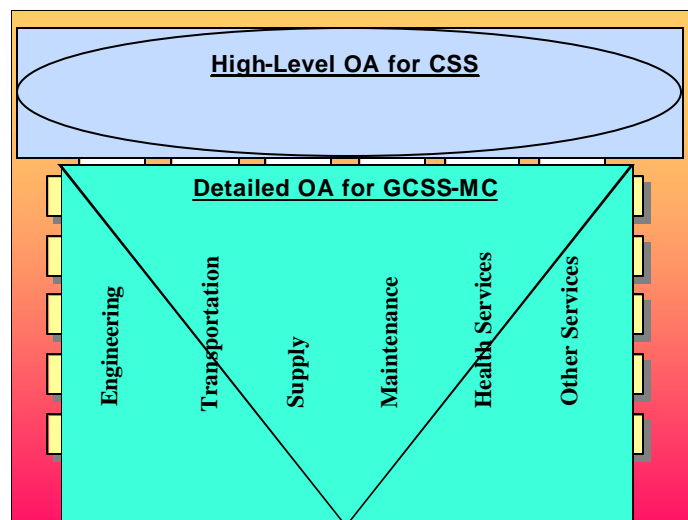


Figure 1: OA Scope

Objective and End State. The objective of this SOW is to develop the following products:

- A high-level OA for CSS (Task 2);

- An analysis of the technological constraints as they relate to enabling the detailed OA for GCSS-MC (Task 3); and,
- A detailed logistics OA for GCSS-MC that defines the "to-be" (2004-2006) processes for supply, maintenance, and transportation (Task 4);

The desired end-state for the high-level OA for CSS (Task 2) is an overarching business model ("to-be") that defines essential CSS activities and principal interfaces of those activities. This model will be used as the basis for the detailed OA for GCSS-MC. This model is not intended to be a detailed description of the daily delivery of materiel and services to the operating forces. Instead, it is intended to portray essential activities that are fundamental to CSS operations and processes. Further, it is intended that a product of this task is a recommendation for further decomposition of supply, maintenance, transportation, and the remaining functional areas of CSS to adequately define Marine Corps functional requirements for GCSS-MC.

The desired end-state for the technical assessment (Task 3) is an analysis of all applicable technical standards, and related technology and systems constraints to determine if the OA is supportable. Where shortfalls in current and/or planned technical capabilities are anticipated, we desire an estimate of resources required to address them. Additionally, our objective for the technical assessment is to help develop answers to the following questions:

1. Do existing technical and systems architectures support the vision for logistics transformation described by the ILC Business Case Study and the mandates offered by the DoD Logistics Transformation?
2. Is it reasonable to project into the future (2004-2006 timeframe) with our existing technical and systems configurations? Can modifications to the technical and systems architectures be accomplished in a timely manner? Are effective assessment mechanisms available to define gaps in the architectures?
3. Considering the evolutionary nature of the logistics transformation, how is flexibility achieved for the OA modules and what are the recommended approaches to ensure that the existing technical and systems architectures are modernized and deployable to sustain logistics transformation visions?

The desired end-state for the detailed OA (Task 4 at the government's option) is a definition of activities, processes, and information exchange requirements for GCSS-MC. Process flows must be accurate representations of users' need for information at the tactical, operational, and strategic levels, and depict where critical information is generated and stored. Additionally, the desired end-state includes recommendations for performance measurements that the Marine Corps can use to plan, monitor, and reconfigure the supply chain and maintenance processes. Further, it is intended that the metrics design capture efficiencies and other benefits that result from the ILC recommendations.

## **C.2 BACKGROUND**

DoD perspective. As the 21st Century approaches, the U.S. must deter and defeat a new set of asymmetric threats including terrorists, trans-nationals, cyber-threats, and weapons of mass destruction. To defeat these threats, the Joint Chiefs of Staff (JCS) articulated their plan for the 21st Century, referred to as Joint Vision 2010 (JV 2010). JV 2010, and now JV 2020, is the framework around which the US Military will focus its efforts to take advantage of technological

opportunities and innovation to achieve new levels of effectiveness across the full spectrum of warfare.

Joint Vision 2010 and 2020 are the templates for the Armed Forces' transformation in preparation for that uncertain future. Expeditionary Maneuver Warfare (EMW) is the Marine Corps' contribution to JV 2010/2020. It forges an Operational Maneuver Marine Corps and provides a clear translation of the Joint Vision into expeditionary capabilities. JV 2010 logistics component, Focused Logistics, is envisioned to be a combat force multiplier and valuable warfighting partner and satisfy the commander's operational intent.

For the last 30 years, the Marine Corps has maintained functionally oriented (vertical) logistics systems and processes that date back to the 1960s. While state-of-the-art at one time, these processes and systems were developed independently and were not designed to be interoperable. Expeditionary Maneuver Warfare (EMW) requires a logistics architecture that is scalable, flexible, and interoperable. To achieve that goal, the Marine Corps is moving towards integrated (horizontal) business processes that will enable a single logistics enterprise model. The objective is to improve outdated logistics processes and systems by fusing technology, best practices, and capabilities.

This new architecture falls under the umbrella of the Global Combat Support System-Marine Corps (GCSS-MC) and incorporates improvements identified in the ILC Business Case Study, the Marine Corps Logistics Transformation Plan, USMC Logistics Transformation Plan, EMW, and related documents. GCSS-MC will enable operational commanders and those leaders and managers throughout DoD and industry to access any required information or function through any point of entry in the network. This concept is summarized as "any box, one net, one picture, data quality, anywhere".

Integrated Logistics Capability (ILC) Perspective. In order to increase expeditionary logistics efficiency, the Marine Corps established the ILC Center to rapidly implement nine recommendations approved by the APMC. These nine recommendations are described in the ILC Business Case Study along with the methodology/process used to identify them. The OA products described in this SOW are intended to define the "to-be" process once those nine recommendations are implemented (in 2004-2006 timeframe), along with other initiatives described in various USMC, Navy, and DoD vision documents. While the OA will define the "to-be" processes, it must be developed in conjunction with an assessment of the applicable technical architectures and related technology/systems constraints. It would be difficult to effectively reengineer the Marine Corps ground logistics process without understanding technological capabilities, constraints, and shortfalls as they relate to functional requirements of the OA.

When fully implemented, the ILC will enable the Marine Corps to use information to better support user requirements. It will enable logistics planners and operators to manipulate and influence a flexible supply chain. It will limit user requirements for information and allow the warfighters to capitalize on core competencies. It will represent integrated processes with a foundation of revised policies and procedures that enable the Marine Corps to do seamless end-to-end management of materiel and other CSS requirements. It will provide deployable processes and information technology that feature agile supply chain management and logistics situational awareness.

SCOR & Quadrant Model. The initial focus of the ILC is the supply chain. The ILC has adopted the Supply Chain Operational Reference (SCOR) Model as the framework to define the

processes for supply and distribution. However, the Marine Corps will consider alternative models in those cases when the SCOR Model does not adequately describe Marine Corps logistics functions.

The SCOR Model, developed by the Supply Chain Council (SCC), represents the cross-industry standard for supply chain management. Characteristics of this model include:

- Derives desired "to-be" processes.
- Allows integration of Marine Corps supply chain with other DoD and commercial supply chains.
- Provides a foundation for process flows and identifies key data elements.
- Leverages best available commercial practices and COTS products.
- Identifies metrics to measure performance of the supply chain.

Most significantly, SCOR depicts where information is generated or exchanged and also identifies where critical information is shared/required. It quantifies information needs at various command, operational, and planning levels. This concept sustains Precision Logistics principals and is the foundation for institutionalizing the logistics paradigm proposed by the ILC.

Another paradigm proposed by the ILC is the Quadrant Model concept. The Quadrant Model is being institutionalized within the Marine Corps and should be integrated with the detailed OA being developed under this SOW. The model identifies four categories used to assess supplies based on risk and value. The categories (quadrants) are critical, leveraged, routine, and bottleneck. By integrating the Quadrant Model into the Marine Corps supply chain, logistics planners will be able to rationalize inventory management, reduce inventory investment, tailor vendor relationships and support methodologies, and focus on supplies most critical to the warfighter. See the ILC Business Case Study for more information.

### **C.3 GENERAL REQUIREMENTS**

The contractor shall provide expertise and facilitate a process to develop a high-level operational architecture for CSS, a technical assessment of applicable technical standards and related technology/systems constraints, and a detailed OA for GCSS-MC.

The logistics architecture products shall be developed in accordance with the C4ISR Architecture Framework Document and in compliance with the Core Architectural Data Model (CADM), DII-COE, and JTA, where applicable. The contractor shall use the SCOR Model, where appropriate, and recommend alternatives where SCOR does not adequately model the Marine Corps' logistics processes. Additionally, the contractor shall consider and integrate other USMC, DoN, DLA, and DoD logistics architectures.

The contractor shall utilize teams consisting of functional experts provided by the government, and experts from industry and academia. Experts from industry and academia selected by the contractor are subject to approval by the government. In cases where government functional experts are required, the contractor shall identify what expertise is required, the number of functional experts needed, and the level of participation (in terms of effort, time, and travel). The contractor/team must have demonstrated success in industry with large enterprise systems, implementing business process reengineering, eBusiness, benchmarking, and process measurement.

The outputs (deliverables) of the specific tasks below, particularly the OA views, are intended to be "living documents." The Marine Corps must be able to maintain these documents and/or models independent of this contract. The contractor shall use common and non-proprietary methods to develop and document the operational architecture, including appropriate commercially or governmentally available tools (e.g. the Rational Tool Set).

A Project Manager shall be assigned to the team to provide oversight and analysis of the effort. This manager shall be knowledgeable in requirements analysis, system architecture, and system configuration. The scope of the requirements shall include:

#### **C.4 SPECIFIC TASKS**

##### Project Management (Task 1).

a. The contractor shall establish strict program control processes to ensure mitigation of risks, minimal schedule variances, and adherence to budget. As part of the program control process, members of the contractor team will be required to attend program meetings and reviews to include monthly In-Process Reviews. The contractor shall also provide technically competent personnel to attend, and possibly facilitate, working group meetings concerning the implementation of ILC. During the course of this contract, contractor participation/facilitation may be required at approximately four to six ILC meetings. The purpose of these meetings will be to implement the recommendations of the ILC Business Case Study and develop "to-be" processes. These meetings will be one to two weeks in length and held predominantly (but not exclusively) in the Washington, DC area. The ILC Project Officer will provide advance notice of these meetings. The contractor shall propose a joint contractor, government progress tracking and management scheme (e.g. In-Process Review, Checkpoints) for government approval.

b. A draft schedule and Work Breakdown Structure (WBS) will be provided five workdays after contract award. The WBS and schedule shall demonstrate the capability to provide competent resources within a logical management framework to accomplish the scope of performance anticipated for the task support areas. The contractor shall also demonstrate the capability to reallocate resources to meet changing requirements, provide economy of performance, and ensure overall quality. The Government will review and approve the schedule and WBS. This WBS and schedule will be incorporated into the contract; significant milestones and delivery dates shall not be changed without the Government's approval.

c. Within 10 days of task award, the contractor shall provide a Quality Assurance Plan that addresses, at a minimum, their approach to the aforementioned issues. The contractor shall ensure their Quality Assurance Plan has been reviewed and approved by the Project Officer. This quality assurance plan shall provide oversight and produce recommendations to improve the overall level of performance and deliverables. Additionally, the contractor shall address relevant issues of oversight and reporting. Oversight and reporting shall include: Submission of monthly written status reports and updates to the project schedule (via electronic mail) that will allow the Government to monitor execution of the program according to the WBS. These reports shall include, at a minimum: (1) how the work accomplished relates to the specific tasks in the WBS; (2) rationale for deviations from schedule and mitigation plan; (3) use of resources, inclusive of hours expended and cumulative hours; and (4), other significant issues (schedule, technical, etc.) with proposed resolutions.

d. The contractor shall provide all documents as electronic and hard copies. One copy shall be provided to the Contracting Officer and one copy to the Project Officer. All documents shall be Microsoft Office 2000 compatible.

***Deliverables:***

1. Performance Work Breakdown Structure and Schedule
2. Monthly Status Report
3. Quality Assurance Plan

Develop the High-Level Operational Architecture ("to-be") for Combat Service Support (Task 2).

*Definition: An operational architecture is a description (both graphical and text) of tasks and activities, operational elements, and information flows required to accomplish an operation. It defines the type of information exchanged, the frequency of exchange, which tasks and activities are supported by information exchange, and the nature of information exchanges in detail to ascertain interoperability requirements. See the C4ISR Architecture Framework Document for more information.*

a. The contractor shall establish and manage a process to develop a high-level OA for the principal operations involved in Marine Corps Combat Service Support (CSS), and the principle interfaces of those activities. The model shall include all CSS functions identified in MCDP 4 (supply, maintenance, transportation, general engineering, health services, and other services) and incorporate best business practices/processes, enabling technologies, and information requirements in accordance with the goals and objectives outlined in the ILC Business Case Study, Marine Corps Logistics Campaign Plan, Marine Corps Logistics Transformation Plan, EMW, and other related documents. This model shall be defined to a level of detail similar to the "scope" and "enterprise" views of the Zachman Framework (planner's and owner's views), and shall define "to-be" CSS operational concepts (2004-2006 timeframe), essential activities, principle interfaces, and required interoperability (internal and external to the Marine Corps). To the extent possible, the contractor shall use diagrams containing generic terminology to ensure full applicability across the Marine Corps CSS enterprise.

b. At the conclusion of the high-level operational architecture, the contractor shall provide a recommendation and quote to complete the detailed OA for GCSS-MC. The recommendation shall include a description of functional areas (including, but not limited to, the components of supply, maintenance, and transportation) for further decomposition, and the level of detail necessary to define operational requirements for GCSS-MC. This recommendation will be the basis for the first option (see below).

***Deliverables:***

1. Visual Diagrams/Analysis
2. Draft High-Level Operational Architecture (75 days after award)
3. Final High-Level Operational Architecture including the following C4ISR Architecture Framework Document Products (90 days after award)
  - AV-1: Overview and Summary Information
  - AV-2: Integrated Dictionary
  - OV-1: High-Level Operational Concept Graphic
  - OV-2: Operational Node Connectivity Description
  - OV-3: Operational Information Exchange Matrix
  - OV-5: Activity Model
  - OV-7: Logical Data Model

#### 4. Recommendation and quote for further detailed analysis on the OA for GCSS-MC

##### Conduct a Technical Assessment of the "to-be" Operational Architecture for Supply and Maintenance (Task 3).

- a. The contractor shall identify which existing technical architectures apply to Marine Corps logistics information systems and conduct an assessment to determine if the detailed OA for supply and maintenance (Task 5) is supportable. The contractor shall consider the information contained in the Combat Service Support Element Shared Data Environment Business Strategy Analysis in addition to current related USMC and DoD guidance. The contractor shall review and apply applicable USMC, Department of Navy (DoN), and DoD system and technical standards and architecture guidance (DII-COE compliance, JTA, and related documents). Further, the contractor shall examine the existing and planned Marine Corps Enterprise Network, including tactical internet and communications, and identify data throughout, constraints, and expected reliability and availability (both doctrinal and technical). The contractor shall also examine the potential impact of the Navy-Marine Corps Intranet (NMCi) in terms of enabling or constraining the OA.
- b. The contractor shall identify anticipated technical and related systems shortfalls based on the technical assessment. The contractor shall provide specific technical and/or doctrinal recommendations on how constraints might be mitigated to include resource recommendations. Clear solutions are necessary to accomplish data collection, storage, and manipulation in a Naval Expeditionary scenario (afloat & ashore; deployed and garrison), while ensuring critical information availability using existing & planned (FYDP) NIPRNET/SIPRNET resources.
- c. The contractor shall analyze the logistics legacy applications for compliance with the OA in Task 5. The government will provide a prioritized list of systems for this analysis. The contractor shall assess and report the compliance of each system. The contractor shall assess the complexity and level of effort required to migrate the legacy systems to the defined OA and to comply with applicable technical architectures.
- d. Based on the technical assessment, the contractor shall assess the level of effort to complete a C4ISR Support Plan. The assessment shall include impacts on implementation of the detailed OA in Task 4, and the Marine Corps logistics information technology portfolio.

##### ***Deliverables:***

1. Visual Diagrams/Analysis
2. Draft Technical Assessment based on high-level OA (90 days after award)
3. Technical Assessment
4. Legacy Systems Analysis
5. C4ISR Support Plan Assessment

##### **Optional: To be completed only at the direction of the Government**

##### Develop the Detailed "to-be" Operational Architecture for GCSS-MC (Task 4).

- a. The contractor shall establish and manage a process to develop a detailed "to-be" OA for GCSS-MC. The OA shall be completed in accordance with the C4ISR Architecture Framework document; and incorporate best business practices/processes, enabling technologies, and



information requirements in accordance with the goals and objectives outlined in the ILC Business Case Study and the Marine Corps Logistics Campaign Plan.

b. The OA shall decompose the functional areas of CSS recommended in Task 2 by the contractor and approved by the government. Detailed analysis shall include, at a minimum, the following components of supply, maintenance, and transportation: Order management, inventory management, warehousing, inventory control, purchasing, planning/forecasting, maintenance management, transportation, distribution, and financial management. The contractor shall consider and integrate where appropriate Force Deployment Planning and Execution, and Logistics Command and Control requirements. The OA shall also identify metrics sufficient to measure supply chain performance and the effectiveness of ILC recommendations (per the ILC Business Case Study).

c. The contractor shall capitalize on work previously completed by the government through related efforts and under Task 2 of this SOW. An OA for order management, defined to SCOR level 4 detail, will be provided by the government in electronic format (Microsoft Word, PowerPoint, and/or Visio). The contractor shall review, complete, and integrate that work with the deliverables required by this task. The contractor shall recommend the priority of work for decomposing the other functional components of GCSS-MC, and a schedule for phased delivery of OA modules. The modules, when delivered, will be used by the Marine Corps for related projects that require detailed OA information. Completing the OA for order management shall be the highest priority.

d. There is a need to institutionalize the ILC changes within Marine Corps logistics policies, procedures, services, and products. Those steps involved in identifying, assessing, validating, prioritizing, tracking, and satisfying combat service support/aviation ground support information requirements require the greatest attention. The contractor shall analyze current USMC doctrine and policy and develop recommended changes to implement the detailed OA. The recommendations should include the steps necessary to institutionalize the changes, a timeline, and a resource estimate.

e. The contractor shall build a catalog of reference materials. The catalog shall include the reference, subject, owner and source, currency, and impact (or relationship) for information on the high-level CSS operational architecture (Task 2) and the detailed OA (Task 4). The contractor shall also make recommendations on a process for maintaining and updating the architecture products in this SOW.

***Deliverables:***

1. Work plan and phased delivery schedule for OA modules (30 days after contract award)
2. Detailed OA Modules (Phased delivery based on Deliverable #1 of this task)
3. Final detailed OA for GCSS-MC including the following C4ISR Architecture Framework Document products (12 months after award):
  - AV-1: Overview and Summary Information
  - AV-2: Integrated Dictionary
  - OV-1: High-Level Operational Concept Graphic
  - OV-2: Operational Node Connectivity Description
  - OV-3: Operational Information Exchange Matrix
  - OV-4: Command Relationships Chart
  - OV-5: Activity Model
  - OV-6a: Operational Rules Model
  - OV-6b: Operational State Transition Description

- OV-6c: Operational Event/Trace Description
- OV-7: Logical Data Model
- 4. Policy and Doctrine Analysis (12 Months After Contract Award)
- 5. Catalog of Reference Materials (12 Months After Contract Award)
- 6. Recommendation for maintaining and updating the OAs (12 Months After Contract Award)

**Optional: To be completed only at the direction of the Government**

Develop Detailed Systems Architecture (Task 5). At the government's option, the contractor shall establish and manage a process to develop a detailed system(s) architecture to implement the OA in Task 4. The system(s) architecture shall be developed in accordance with the C4ISR Architecture Framework document; using the technical assessment in Task 3, and all applicable technical architectures.

***Deliverables:***

1. Detailed Systems Architecture

**C.5 ACCEPTANCE of DELIVERABLES**

Deliverables must incorporate Government review comments for acceptance. The Government shall have at least 10 working days to review deliverables and provide necessary comments. For all deliverables to be accepted, they must have successfully completed all test scenarios, completed all requisite tasks associated with delivery, and have been formally checked for quality. Products and deliverables found unacceptable shall be corrected and resubmitted within 10 days of initial rejections.

**C.6 PLACE OF PERFORMANCE**

Travel shall be handled in accordance with the Joint Travel Regulations (JTR) at the direction of the COR. Unauthorized travel, or travel not coordinated with the COR, shall not be reimbursed.

**C.7 SECURITY REQUIREMENTS**

The information provided to the contractor will be unclassified.

**C.8 GOVERNMENT FURNISHED PROPERTY**

The contractor shall receipt for and maintain custody of any GFE/GFI provided during the course of performance of this effort. A list of government furnished information is provided as an attachment to this SOW.

The Marine Corps will identify and make available 10-15 subject matter experts (SMEs) on logistics functions and operations. The SMEs will provide subject knowledge only. The contractor shall develop and manage the process to create the architecture and document all deliverables.

**C.9 PERIOD of PERFORMANCE**

The initial period of performance for this effort shall be for a period not to exceed one year.

## REFERENCES

1. Command, Control, Communications, Computers, and Intelligence (C4I) For The Warrior, GEN Colin L. Powell, CJCS; 12 June 1992
2. Joint Vision 2010, GEN John M. Shalikashvili, CJCS; April 1996
3. JV 2020, Gen Shelton, USA, CJCS, May 2000
4. Global Combat Support System Management Structure, CJCSI 6723.1, 1 December 1996
5. GCSS Management Plan, Version 2.0; 19 December 1997
6. Global Combat Support System (GCSS) Concept; May 1997
7. Focused Logistics Roadmap; August 1997
8. Mission Need Statement for GCSS; 10 September 1997
9. Capstone Requirements Document for GCSS [DRAFT]; December 1997
10. DoD Logistics Strategic Plan for 1998; December 1997
11. DoD Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR) Architecture Framework (Version 2.0); 18 December 1997
12. GCSS Operational Architecture (Version 3.2); 16 Oct 1998
13. GCSS Joint Requirements Document (Version 3.0); 27 November 1998
14. ILC Analysis dated 9 Feb 1999
15. LOG Campaign Plan
16. CSSE/SE ORD
17. Logistics Transformation Plan
18. ILC Business Case
19. ILC Business Plan
20. CMC (L) Message 191200Z JUNE 00
21. DOD 8020.1-M (DII-COE)
22. Combat Service Support Element Shared Data Environment (CSSE SDE) Business Strategy Analysis, 28 April 2000
23. ILC Products of Dallas
24. MCPIP
25. MCWP 4-1, 4-11, 4-12
26. MCDP 4